

# Partnership Works!

Volume I, Issue 3

The DCLMPC Newsletter

Summer 2002



## CO-CHAIRS:

Anthony A. Williams, Mayor  
Government of the  
District of Columbia

Joslyn N. Williams, President  
Metropolitan Washington  
Council, AFL-CIO

## Inside this Issue

It's Symposium Time .....1

OLMP Bids Farewell .....2

LMPC in Action at DCRA ..2

New Beginning .....3

Growing LMPC in DHS .....3

Taking Action Together: The  
MPD's LMPC .....4

### Office of Labor-Management Programs

1350 Pennsylvania Avenue, NW  
Suite 310  
Washington, DC 20004

**John A. Koskinen**  
City Administrator



## A Message From The Co-Chair\*

Greetings:

On October 8, 2002 the District of Columbia Labor-Management Partnership Council (DCLMPC) will host its fifth annual Labor-Management Symposium. This seems an appropriate point to evaluate our progress.

One indicator of progress is that we now have twenty Labor-Management Partnerships in the District government, with the prospect of several more by the end of the fiscal year. With varying degrees of success, these partnerships are engaged in jointly addressing issues that affect their work places.

We have learned that Management and Labor can work together to improve services and the quality of work life. But, we have also learned that without commitment and respect from all parties, partnership does not work. We also understand that Labor-Management partnership, when done well, is an important addition to the traditional collective bargaining process.

Many of our partnerships have made progress upon which they can continue to build. Some are just starting and must have the determination to continue communicating, even when they disagree. Unfortunately, we also still have some agencies where Labor and Management have not reached a point of respectful dialogue. In all of these situations we must remember two key points. First, the goals of the District, its employees and citizens cannot be met without the best efforts of both Management and Labor. Second, the building blocks of these best efforts must be respect, communication, and commitment.

My Co-Chair, Mayor Anthony Williams, and I wish you much success on moving your partnership efforts from "Promise to Performance" and pledge the DCLMPC's full support to aid you in doing so.

Joslyn N. Williams, President  
Metropolitan Washington Council, AFL-CIO

\* The Labor and Management Co-Chairs alternate writing "A Message from The Co-Chair"

## IT'S SYMPOSIUM TIME!

By OLMP Staff

**The District of Columbia Labor-Management Partnership Council (DCLMPC) will host its 5th Annual Labor-Management Symposium on Tuesday, October 8, 2002.** It will be held this year at the Kellogg Center on the campus of Gallaudet University. The theme for this daylong event is **Beyond Promise to Performance, Making Partnership Work.** We will take a hard look at partnership activity within the District to identify, address, and lay the groundwork to overcome problems that may be standing in

the way of even higher levels of success.

The agenda for the day includes examining problems and successes associated with creating and maintaining successful partnerships. Participants will also learn the techniques of Interest Based Problem Solving, a relatively new and highly successful way to address divisive issues. The goal this year is to make it possible for members of each partnership committee to return to their respective work places with the knowledge and confidence to jointly

(continued on page 2)

## Office of Labor-Management Programs Bids Farewell to Staff

By Ben VanHoose

The Office of Labor-Management Programs bids farewell and good luck to Sondra Petty. Sondra's detail ended on May 31, 2002. Sondra came to the OLMP in September 2001 from the Department of Mental Health. She was a valuable asset to our office. Symposium planning, partnership assessment and training, newsletter development, and administrative facilitation are just a few of the areas to which she made contributions. Her skills, abilities, and pleasant demeanor will be missed. The Office of Labor-Management Programs wishes her well in her future endeavors.

## It's Symposium Time!

(continued from page 1)

attack and overcome any problem.

Another new feature of this year's Symposium is that each Labor Management Partnership will be asked to identify a troublesome customer service problem that they want to fix. We are calling this a "pothole issue," because like potholes they can be particularly irritating to customers and the employees that are trying to serve them. Work on the "pothole issue" will begin at the event and will allow the partnerships to begin applying the Interest Based Problem Solving techniques.

Because participation is limited by space and funding, attendance this year will be by invitation only and limited to three-hundred participants. Dramatic growth in the number of partnership councils dictates that decision. First priority must be given to partnership council members, since they are at the forefront of using Labor-Management Partnership to improve the District. **DC Government agencies have been instructed to submit a very accurate list of attendees and MOU's dated not before October 1, 2002. There will be no on-site registration at the Symposium.**

## Labor-Management Partnership in Action at DCRA

By Jody Kelman, *Harvard University* and Sally Craig, *SPHR, Director of Human Resources, DCRA*

"We needed help," Helen Hooks-Scott says emphatically. Hooks-Scott, a Contact Representative at the Department of Consumer and Regulatory Affairs' (DCRA) Housing Service Center, Second Vice President of AFGE, Local # 2725, and a member of the DCRA's Labor-Management Partnership Committee (LMPC), is recalling what the customer service operation was like less than a year ago. As the primary customer service agents for resolving rental housing problems for both tenants and landlords, contact representatives found themselves juggling the customers calling on any one of their twelve phone lines while simultaneously attending to walk-in customers. It was, she recalls, "so stressful, so noisy . . . so unprofessional." Current DCRA Customer Services Manager and LMPC member Gwendolyn Davis saw an operation desperately in need of overhaul. "There was a need for an immediate change in how we served our customers," she reflects.

When the LMPC was chartered at DCRA in the fall of 2001, Hooks-Scott realized it would serve as the perfect venue in which to air her concerns. As soon as she

brought the problem up, Hooks-Scott recalls, the LMPC had an attitude of "What can we do to help?" Davis visited the office with DCRA Director Dave Clark to get a better understanding of the issues Hooks-Scott raised. A workflow analysis was performed to determine the optimum arrangement for both customers and employees. By moving the telephones off the counter, and separating front desk duties, which serve walk-in clients, from back office duties that include operating a call center for customers, the partnership solved many of the problems that Hooks-Scott and her associates had faced. Progress on this project was monitored at each LMPC meeting. This focus kept the pressure on to find and implement workable solutions. It gave both employees and management a vehicle to practice solving a real problem.

To Hooks-Scott, the best part of the new arrangement is that her office can provide better service to its customers. "They are getting the confidence and confidentiality that comes with individualized attention," she points out. But to Davis, the reward is even more obvious. "The employees are happy," Davis says, smiling. "When they have the support they need to get the job done, everyone is able to be more effective."



Staff of the Housing Service Center, and Ms. Gwendolyn Davis, Customer Service Manager (center rear) Photo by Woody Sampson.

## A New Beginning Through the Labor-Management Partnership Between DHCD and AFGE Local 2725

By Lola Reed, *AFGE Local 2725*

When Stanley Jackson was appointed Director of the Department of Housing and Community Development (DHCD) for the District of Columbia, he assumed responsibility for an agency with significant challenges.

Among the Agency's many problems was the labor management relationship between DHCD, its employees and the employee's representative, the American Federation of Government Employees (AFGE) Local 2725. Charges of unfair labor practices were pending before the Public Employee Relations Board and the relationship was getting worse by the minute. It was truly a no win situation.

How can employees and managers learn to trust each other when past experience created the atmosphere of mistrust?

Eric Bunn, the President of AFGE Local 2725 and Mr. Jackson decided that working together was the best way to resolve the long-standing labor management problems at DHCD. That was the easy part. The hard part was getting managers and bargaining unit employees involved in the process.

Mr. Bunn and Mr. Jackson decided to try the Labor-Management Partnership Program supported by Mayor Anthony Williams.

With the help of the Federal Mediation and Conciliation Service (FMCS), a training program and a plan for a new beginning through the Labor-Management Partnership between DHCD and Local 2725 was developed.

We know that we have a long way to go before we have buried all of those old

resentments and that lack of trust. However, we have discovered that working together is productive and can even be fun. We have learned to respect each other. We have learned that good ideas are not exclusive to any group. We have learned that employees and managers need each other. We have had heated arguments, and have learned that some issues must be put aside until we can approach them calmly. We have learned that good labor relations require a lot of hard work.

But most importantly, we, as "Labor-Management Partners," are committed to making DHCD a good place to work, as well as an Agency that delivers the kind of services citizens of the District of Columbia expect and deserve.

## Growing Labor-Management Partnership in DHS

By DHS LMPC and OLMP staff

The Department of Human Services' (DHS) agency-wide Labor-Management Partnership Council includes Labor and Management representatives from across the department's various administrations. The Partnership Co-chairs are Carolyn W. Colvin, Director of DHS (Management) and Deborah Courtney, President AFSCME Local 2401 (Labor). This year has been a particularly active year for Labor-Management Partnership in DHS.

The DHS agency-wide partnership has identified several key issues that can be jointly addressed by Labor and Management and formed committees that are working to address them. The Partnership has committees working in the areas of Flextime/Compressed Time Work Schedules, Recognition and Awards, Childcare, and Employee Wellness. In addition, DHS has set a goal of forming local Labor-Management Partnerships within each of its Administrations.

The Flextime/Compressed Time committee conducted a survey of managers' openness to, and issues around, the use of

Flex/Compressed time. After reviewing and sharing the results with the Partnership, the committee is in the process of drafting a policy for review. The Recognition and Awards committee used results of an Employee Survey to identify employees' interest in an internal recognition and awards program, as well as the various values and awards that are important to employees. The committee will use the information to develop a recognition and awards program for staff.

The DHS Partnership's Childcare committee is following up on a perceived need for more child-friendly waiting rooms by visiting and reviewing sites, prior to implementing changes. The Employee Wellness committee has obtained fitness equipment to be placed at a location to be identified, dependent upon DHS's relocation plans. The DHS Partnership has also begun planning for a repeat of last year's DHS "Fun Day" Picnic, tentatively scheduled October 5, 2002. In addition, the DHS LMPC has applied for a grant from the Federal Mediation and Conciliation Service to fund Conflict Resolution Training within DHS.

DHS has also made significant progress in establishing Labor-Management Partnerships within its administrations. This will be aided by the fact that several administrations already have cooperative efforts between Management and Labor. To date, Labor Management Partnerships have been established in the Mental Retardation and Developmental Disabilities Administration and the Income Maintenance Administration. Labor-Management Partnership Training, which is the kick-off to the formation of new partnerships, has been scheduled for the Office of Investigations and Compliance, the Office of Early Childhood Development, the Family Services Administration, the Rehabilitation Services Administration, and Facilities Management.

Like all partnerships, the road at DHS has not always been smooth, but Labor and Management will continue to work to find ways to improve problem areas and build on strengths in order to provide the best services for our clients and quality of work life for DHS staff.



## Taking Action Together: The Metropolitan Police Department's LMPC

By Nola Joyce, *Co-Chair of the Metropolitan Police Department's LMPC*

The Metropolitan Police Department held its first Labor Management Partnership Council meeting in May of 2002. The Council is co-chaired by Deborah Ennis of NAGE and Nola Joyce, Senior Executive Director of Organizational Development. Members included Rosa Mary Davenport (NAGE), Carlos Edwards (AFGE), Anthony Floyd (AFSCME), Dorothy Howard (AFSCME), Michael Patterson (NAGE), Mark Roy (AFGE), Assistant Chief Ronald Monroe, Commander Joseph Griffith, Commander Cathy Lanier, Inspector Ira Grossman, Director Bert Ennis, and Director Cheryl Mitchell.

The Council is moving at a rapid pace since its establishment. The first order of business was to set their mission.

The mission of MPD's Labor Management Partnership Council is to improve communication, cooperation, and collaboration among all members of MPD in order to ensure that the D.C. community receives world-class service from the agency.

Several goals were also identified so that the Council can achieve its mission. The goals include:

1. To increase awareness of the LMPC among the employees of the Department.
2. To build respect and communications between all employees of MPD.
3. To improve the quality of services and the work life of all employees.

MPD's Council is more about action

than just talk. Steps taken to help achieve the first goal include establishing a presence for the LMPC on the Department's intranet and placing thirteen display boards throughout the headquarters building that will be used to announce the activities of the LMPC.

The Council is planning an employee-management roundtable for the first part of September. The primary purpose of the roundtable is to get ideas from others that can be used to set Fiscal Year 2003 priorities; to identify ways in which the

LMPC can be a positive force for change in labor/management relations; to identify organizational/systemic issues that affect all employees; and to identify ways in which the LMPC can improve relations between civilian and sworn personnel.

If the activities of these early months of the MPD's LMPC are any indication, this Council will be blazing some trails in improving relationships not just between labor and management, but between all members of the Department in the months to come.



**Members of the Metropolitan Police Department Labor-Management Partnership Council (left to right) Standing: Anthony Floyd, Michael Patterson, Nola Joyce, Deborah Ennis, Commander Joe Griffith, and Bert Ennis. Seated: Cheryl Mitchell, Rosa Mary Davenport, Inspector Ira Grossman, and Sheila Bailey.**



### Office of Labor-Management Programs

1350 Pennsylvania Avenue, NW  
Suite 310  
Washington, DC 20004

### Coming Events

#### 5th Annual Labor-Management Symposium

**Theme: Beyond Promise To Performance,  
Making Partnerships Work**

October 8, 2002

KELLOGG CENTER  
on the Campus of Gallaudet University

Attendance by invitation to  
Labor-Management Partnership Councils,  
and Labor and Management Representatives

**\*\*No On-site Registration\*\***